

19 JUL 1977

DD/A Registry

File/17

MEMORANDUM FOR: Deputy Director for Administration
Deputy Director for Intelligence
Deputy Director for Operations
Deputy Director for Science and Technology
Chairman, Executive Career Service

FROM : Stansfield Turner
Director of Central Intelligence

SUBJECT : Personnel Evaluation Board

1. Attached is a copy of my memorandum to the Deputy Director for Administration relating to one aspect of the Moore case. In response, the Deputy Director for Administration has advised me of the existence of the Personnel Evaluation Board; how it has operated as an ad hoc entity in one form or another for the last 23 years; its purpose; and its activity. He has recommended, and I have approved, establishing the Personnel Evaluation Board as a formal entity for the purpose of receiving, reviewing and discussing problem cases which involve questions of employee suitability.

2. I urge each of you to bring to the attention of your component directors and supervisors the vital importance I attach to ensuring that Agency employees continue to deserve to remain in our employment. Serving our country by working for the Central Intelligence Agency is a great privilege, and all but a relatively few of our Agency employees continue to earn this trust by demonstrating their serious understanding of the importance of our work. It is those remaining few cases that concern me where, by personal conduct, attitudes and performance, suitability for continued employment is clearly placed in question. I believe that the Personnel Evaluation Board can continue to provide a useful service in determining a proper course for the disposition of these cases.

3. Although the Personnel Evaluation Board can continue to serve the Agency well, it must not be used to relieve supervisors of their responsibility for the proper management of personnel under their command. The Board is not a substitute for the obligation of a supervisor to initiate appropriate action when the facts at hand suggest a clear course of action.

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As in the past, the PEB can render effective assistance to operating officials who are uncertain as to the meaning of implications of the situation at hand or as to the action that should be taken.

25X1A



STANSFIELD TURNER

Attachment

1 JUN 1977

MEMORANDUM FOR: Deputy Director for Administration
FROM: Director of Central Intelligence
SUBJECT: Personnel Management System

1. One message that comes out of my review of the "Security Study on the Moore Case" is the following quotation from page 36:

"It is our considered opinion that the Moore Case actually impacts as much on the Agency personnel management system as the security system. Moore was identified in 1959 as being ill-suited for an Agency career and yet it was not until 1973 that he finally left the Agency. When he did leave it was at his own request and not due to a selection out process."

2. I would like you to advise me what system you will set up at this time to review all the potential Moore Cases we now have on board. I do not know precisely in our system how marginal performers such as Moore show up. But I would like you to establish a procedure for identifying such persons and processing them for dismissal.

3. Please note that with respect to the comments on page 53 about exercising the Director's authority for dismissing personnel, I do not at all concur with the tone set with the point made there that Directors need be so cautious in exercising this authority that one must build up a legally supportable record. I have no hesitancy to use this legal device to eliminate security risks and problem causes for our Agency. Our mission is too sensitive and too delicate to do otherwise. At the same time I will be rigorously fair and thorough in reviewing any cases that come to me. If there is any question in my mind as to the trustworthiness of the employee for security, I will err on the side of protecting our Government.

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STANSFIELD TURNER

cc: DDCI

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CL BY 

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PERSONNEL

HN

STATINTL

Personnel Evaluation Board

1. The Personnel Evaluation Board has existed, in various forms, for approximately 23 years as an informal, ad hoc entity. The purpose of the PEB is to coordinate and evaluate cases involving questions of suitability for Agency employment. The Board endeavors to achieve a reasonable degree of uniformity in the application of Agency suitability standards and also a reasonable consistency in the handling of such cases.

2. Effective immediately the Personnel Evaluation Board is established as a formal part of the Agency's personnel evaluation system and will be incorporated into appropriate Agency regulations. The composition of the Board is as follows:

Chairman : Director of Personnel

Permanent Members : Director of Security
Director of Medical Services
General Counsel

Temporary Members : The Head of the Career Service
having jurisdiction over the
employee or the chief of the
employee's office or division,
as appropriate

Executive Secretary: Chief, Special Activities Staff,
Office of Personnel

3. As Chairman of the Board, the Director of Personnel is responsible for reviewing all cases referred to him to determine which cases should be presented to the Board. He also takes necessary action to resolve cases in line with the Board's determinations. The permanent members of the Board, the Heads of Career Services and other operating officials will refer cases involving questions of suitability for Agency employment to the Director of Personnel. The temporary members of the

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Board join the permanent members at the request of the Chairman to consider those cases involving members of their Career Service. Minutes of a PEB meeting will be sent to the Career Service Head concerned.

4. The Personnel Evaluation Board meets on the call of the Chairman. In order for the Board to function effectively, it is essential that the Director of Personnel be informed of all employee cases in which there is any question of an individual's suitability for continued Agency employment so that, if he deems it appropriate, he may refer such cases for the consideration of the Board. Illustrative of such cases are those involving the excessive consumption of alcohol, cases of excessive or unmanageable private indebtedness, cases of poor or undependable attendance, and cases involving unusual personal behavior of such a nature as to raise a reasonable doubt as to the employee's competence or suitability.

5. The existence of the Personnel Evaluation Board does not relieve Agency supervisors of their inherent supervisory responsibility for evaluating either the work performance or on-the-job behavior of their employees and to take action when the facts of a given situation and a course of action are clear. In cases of doubt or when there is no clear course of action that should be taken, supervisors are encouraged to advise the Director of Personnel in the matter of resolving questions of off-the-job conduct and general suitability. Referral of situations warranting PEB discussion should be made to operating officials who will evaluate the circumstances of the case and, where appropriate, refer it to the Director of Personnel.

FOR THE DIRECTOR OF CENTRAL INTELLIGENCE:



Michael J. Malanick
Acting Deputy Director
for
Administration

STATINTL

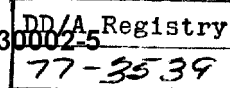
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PERS 77-2049

17 JUN 1977

MEMORANDUM FOR: Director of Central Intelligence

FROM : John F. Blake
Deputy Director for Administration

SUBJECT : Personnel Evaluation Board

REFERENCE : Your memo, dated 1 June 1977, subject:
Personnel Management System

1. Action Requested: That you approve the recommendations contained in paragraph 4.

2. Background:

a. In referent memorandum you quoted from the "Security Study on the Moore Case" and asked for advice on developing a system to review all the potential "Moore" cases we now have on board.

b. Such a system has long existed, i.e., the Personnel Evaluation Board. At Attachment A you will find a detailed description of the origins, history, composition and purpose of the Personnel Evaluation Board. Essentially, it coordinates and evaluates cases involving questions of suitability for Agency employment and strives to achieve a reasonable degree of uniformity in the application of Agency suitability standards and also a reasonable consistency in the handling of such cases. Permanent members of the Board are the Director of Personnel, Chairman; Director of Security; and Director of Medical Services.

c. Up until now the existence of the Board has not been made a part of Agency regulations, nor has its purpose and composition been widely publicized to Agency employees.

d. The permanent members of the Board represent offices which frequently obtain suitability information of

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some consequence leading to a PEB meeting so that a thorough discussion may be held of the particular problem. Other Agency components also have requested a PEB meeting based on particular circumstances of a case.

e. The PEB mechanism, even though ad hoc, has been extremely useful since its inception as a forum to review specific information concerning questions of suitability and developing courses of action to be followed, including termination of the employee concerned. A statistical count of the Board's activity is at Attachment B.

3. Staff Position:

a. In view of the concern you expressed in the referent memorandum, I believe that the Personnel Evaluation Board mechanism should be used more widely for the purpose of identifying individuals who, by patterns of behavior or specific conduct, have demonstrated they no longer are suitable for Agency employment. It is entirely possible that the lack of a formal structure incorporated in Agency regulations has resulted in supervisors and operating managers not being aware of this useful mechanism. Consequently, establishing the PEB as a formal part of the Agency's personnel management evaluation structure could be a significant step in identifying some problem cases earlier than has been the case. Toward this end, a Headquarters Notice, a copy of which is at Attachment C, should be issued. Action will also be taken to incorporate the PEB into Agency regulations. For your information, I have also asked the Director of Personnel, Chairman of the PEB, to initiate a study of all PEB cases for the last five years to identify and review again those individuals, subject of the PEB discussion, still employed.

b. Although the Office of General Counsel has frequently been asked for legal advice as situations warranted, it would be advantageous to have that Office represented on the PEB by a permanent member.

c. While the Personnel Evaluation Board is an effective mechanism, we recognize that it is only part of the Agency's system for identifying problems and ensuring a timely and responsive solution to those problems. The Board is not a substitute for the responsibility that supervisors have for initiating corrective action when the facts warranting disciplinary action, counseling, medical and security review, etc., are clear with a course of action available. The PEB was intended

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as a mechanism to assist supervisors and the Agency to resolve cases where there is no clear course of action to be taken or when the facts in the case are in doubt. It provides a means for group discussion and review by interested offices, as outlined above, of the particular situation presented and agreement on a course of action.

d. To ensure that the other Deputies realize how strongly you feel about this type of problem, at Attachment D is a memorandum from you to each urging the use of the PEB when cases deserve this type of discussion.

e. We have discussed this proposal with the Office of the Inspector General.

4. Recommendations:

a. That you approve establishing the Personnel Evaluation Board as a formal Agency entity consisting of the Director of Personnel as Chairman, with the Directors of Security and Medical Services and a representative of the General Counsel as permanent members;

b. that you approve issuance of a Headquarters Notice informing Agency employees of the existence and purpose of the Personnel Evaluation Board; and

c. that you sign the attached memorandum to the Deputy Directors urging their full use of the Personnel Evaluation Board for problem cases.

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Attachments

APPROVED/~~DISAPPROVED~~.

Director of Central Intelligence

Distribution:

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1 - DDCI

1 - ER

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meeting as a Board when appropriate.

In March 1964 the Acting Director of Central Intelligence advised the Director of Personnel that

It recurringly comes to my attention that from time to time the personal conduct or job performance of an employee is so deficient that it is at least highly questionable whether he is suitable for continued employment in CIA Far too frequently there is evidence that supervisors at all levels have not taken reasonable action As part of our over-all Agency program to ensure high standards of suitability and to improve supervisory performance, you are directed to conduct a thorough investigation of any case which comes to your attention which raises questions of suitability for continued employment and to make appropriate recommendations to me.

In response to the ADCI's directive, the Director of Personnel recommended that the functions of the Disposition Board be redefined and extended to "include serious suitability cases of all types in addition to the psychiatric type case, and to rename and formalize such a Board." In a memorandum dated 30 May 1964 the Deputy Director of Central Intelligence advised all Deputy Directors and Office Heads that the Agency Disposition Board would be replaced by a Board having greater scope in the matter of advising on questions of suitability for Agency employment. The new Board would be called the "CIA Personnel Evaluation Board" and would be composed of the following:

Chairman: Director of Personnel

Permanent Members: Director of Security
Chief, Medical Staff

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Temporary Members: The Head of the Career Service having jurisdiction over the employee, or the former's designee
The Chief of the employee's Office or Division, as appropriate

Advisors: General Counsel
Director of Finance

The Board would meet on the call of the Chairman, and the Chief, Special Activities Staff, Office of Personnel, would be the Executive Secretary of the Board.

Since the Personnel Evaluation Board's inception in 1964, Agency supervisors and officials bring to the attention of the Director of Personnel for review and, as appropriate, for consideration by the Board any and all employee cases which come to their attention in which there is any question of suitability for continued Agency employment. After a careful consideration of the case, the Board advises the Director of Personnel as to a suggested course of action. Following the meeting, the Office of Personnel, through the Special Activities Staff, attempts to dispose of the case in a manner consistent with the course of action recommended by the Board and approved by the Director of Personnel. Such cases are normally resolved through resignation, termination, or disability retirement.

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3. The Director of Personnel is the Chairman of the Board. In this capacity he is responsible for reviewing all cases referred to him to determine which cases should be presented to the Board. He also takes necessary action to resolve cases in line with the Board's determinations. The Permanent Members of the Board and the other addressees will refer cases involving questions of suitability for Agency employment to the Director of Personnel. They may indicate in a specific case that it be considered by the Board. The Temporary Members of the Board join the Permanent Members at the request of the Chairman and consider those cases involving members of their Career Service. The Advisors meet with the Board whenever it is deemed appropriate by the Chairman or a Permanent Member of the Board.

4. The Personnel Evaluation Board meets on the call of the Chairman. In order for the Board to function effectively, it is essential that the Director of Personnel be informed of all employee cases in which there is any question of an individual's suitability for continued Agency employment so that, if he deems it appropriate, he may refer such cases for the consideration of the Board. Illustrative of such cases are those involving the excessive consumption of alcohol, cases of excessive or unmanageable private indebtedness, cases of poor or undependable attendance, cases involving unusual family or marital difficulties, and cases involving unusual personal behavior of such a nature as to raise a reasonable doubt as to the employee's competence or suitability. It is emphasized that the Board is not intended to relieve Agency supervisors of their inherent supervisor responsibility for evaluating either the work performance or on-the-job behavior of their employees, but rather to advise the Director of Personnel in the matter of resolving questions of off-the-job conduct and general suitability.

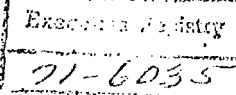
L. K. White

L. K. White
Executive Director-Comptroller

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30 NOV 80

MEMORANDUM FOR: Deputy Director for Intelligence
Deputy Director for Plans
Deputy Director for Science and Technology
Deputy Director for Support
General Counsel
Inspector General
Director of Finance
Director of Medical Services
Director of Personnel
Director of Security

SUBJECT : Personnel Evaluation Board

25X1A 1. The Personnel Evaluation Board coordinates and evaluates cases involving questions of suitability for Agency employment. The Board endeavors to achieve a reasonable degree of uniformity in the application of Agency suitability standards and also a reasonable consistency in the handling of such cases. In its deliberations, the Board is guided by the provisions of HHB [REDACTED] Employee Conduct, and other Agency issuances relating to employee conduct and suitability.

2. The composition of the Board is as follows:

Chairman : Director of Personnel

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Director of Medical Services

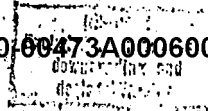
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The Chief of the employee's Office or Division, as appropriate

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Executive Secretary : Chief, Special Activities Staff,
Office of Personnel

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Personnel Evaluation Board

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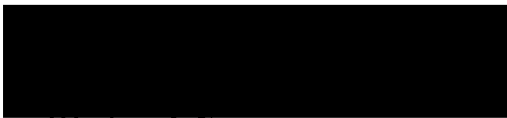
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FOR THE DIRECTOR OF CENTRAL INTELLIGENCE:


Michael/J. Malanick
Acting Deputy Director
for
Administration

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ER 77-1531/5

19 JUL 1977

MEMORANDUM FOR: Deputy Director for Administration
Deputy Director for Intelligence
Deputy Director for Operations
Deputy Director for Science and Technology
Chairman, Executive Career Service

FROM : Stansfield Turner
Director of Central Intelligence

SUBJECT : Personnel Evaluation Board

1. Attached is a copy of my memorandum to the Deputy Director for Administration relating to one aspect of the Moore case. In response, the Deputy Director for Administration has advised me of the existence of the Personnel Evaluation Board; how it has operated as an ad hoc entity in one form or another for the last 23 years; its purpose; and its activity. He has recommended, and I have approved, establishing the Personnel Evaluation Board as a formal entity for the purpose of receiving, reviewing and discussing problem cases which involve questions of employee suitability.

2. I urge each of you to bring to the attention of your component directors and supervisors the vital importance I attach to ensuring that Agency employees continue to deserve to remain in our employment. Serving our country by working for the Central Intelligence Agency is a great privilege, and all but a relatively few of our Agency employees continue to earn this trust by demonstrating their serious understanding of the importance of our work. It is those remaining few cases that concern me where, by personal conduct, attitudes and performance, suitability for continued employment is clearly placed in question. I believe that the Personnel Evaluation Board can continue to provide a useful service in determining a proper course for the disposition of these cases.

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/s/ Stansfield Turner

STANSFIELD TURNER

Attachment

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Executive Registry

77-1531/2

1 JUN 1977

MEMORANDUM FOR: Deputy Director for Administration
FROM: Director of Central Intelligence
SUBJECT: Personnel Management System

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"It is our considered opinion that the Moore Case actually impacts as much on the Agency personnel management system as the security system. Moore was identified in 1959 as being ill-suited for an Agency career and yet it was not until 1973 that he finally left the Agency. When he did leave it was at his own request and not due to a selection out process."

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3. Please note that with respect to the comments on page 53 about exercising the Director's authority for dismissing personnel, I do not at all concur with the tone set with the point made there that Directors need be so cautious in exercising this authority, that one must build up a legally supportable record. I have no hesitancy to use this legal device to eliminate security risks and problem causes for our Agency. Our mission is too sensitive and too delicate to do otherwise. At the same time I will be rigorously fair and thorough in reviewing any cases that come to me. If there is any question in my mind as to the trustworthiness of the employee for security, I will err on the side of protecting our Government.

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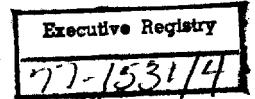
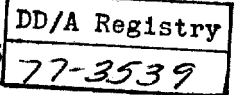

STANSFIELD TURNER

cc: DDCI

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17 JUN 1977

77-2049

MEMORANDUM FOR: Director of Central Intelligence

FROM : John F. Blake
Deputy Director for Administration

SUBJECT : Personnel Evaluation Board

REFERENCE : Your memo, dated 1 June 1977, subject:
Personnel Management System

1. Action Requested: That you approve the recommendations contained in paragraph 4.

2. Background:

a. In referent memorandum you quoted from the "Security Study on the Moore Case" and asked for advice on developing a system to review all the potential "Moore" cases we now have on board.

b. Such a system has long existed, i.e., the Personnel Evaluation Board. At Attachment A you will find a detailed description of the origins, history, composition and purpose of the Personnel Evaluation Board. Essentially, it coordinates and evaluates cases involving questions of suitability for Agency employment and strives to achieve a reasonable degree of uniformity in the application of Agency suitability standards and also a reasonable consistency in the handling of such cases. Permanent members of the Board are the Director of Personnel, Chairman; Director of Security; and Director of Medical Services.

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c. The PEB mechanism, even though ad hoc, has been extremely useful since its inception as a forum to review specific information concerning questions of suitability and developing courses of action to be followed, including termination of the employee concerned. A statistical count of the Board's activity is at Attachment B.

3. Staff Position:

a. In view of the concern you expressed in the referent memorandum, I believe that the Personnel Evaluation Board mechanism should be used more widely for the purpose of identifying individuals who, by patterns of behavior or specific conduct, have demonstrated they no longer are suitable for Agency employment. It is entirely possible that the lack of a formal structure incorporated in Agency regulations has resulted in supervisors and operating managers not being aware of this useful mechanism. Consequently, establishing the PEB as a formal part of the Agency's personnel management evaluation structure could be a significant step in identifying some problem cases earlier than has been the case. Toward this end, a Headquarters Notice, a copy of which is at Attachment C, should be issued. Action will also be taken to incorporate the PEB into Agency regulations. For your information, I have also asked the Director of Personnel, Chairman of the PEB, to initiate a study of all PEB cases for the last five years to identify and review again those individuals, subject of the PEB discussion, still employed.

b. Although the Office of General Counsel has frequently been asked for legal advice as situations warranted, it would be advantageous to have that Office represented on the PEB by a permanent member.

c. While the Personnel Evaluation Board is an effective mechanism, we recognize that it is only part of the Agency's system for identifying problems and ensuring a timely and responsive solution to those problems. The Board is not a substitute for the responsibility that supervisors have for initiating corrective action when the facts warranting disciplinary action, counseling, medical and security review, etc., are clear with a course of action available. The PEB was intended

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d. To ensure that the other Deputies realize how strongly you feel about this type of problem, at Attachment D is a memorandum from you to each urging the use of the PEB when cases deserve this type of discussion.

e. We have discussed this proposal with the Office of the Inspector General.

4. Recommendations:

a. That you approve establishing the Personnel Evaluation Board as a formal Agency entity consisting of the Director of Personnel as Chairman, with the Directors of Security and Medical Services and a representative of the General Counsel as permanent members;

b. that you approve issuance of a Headquarters Notice informing Agency employees of the existence and purpose of the Personnel Evaluation Board; and

c. that you sign the attached memorandum to the Deputy Directors urging their full use of the Personnel Evaluation Board for problem cases.

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Attachments

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Director of Central Inte

Distribution:

Orig - Adse, return to D

1 - DDCI

1 - ER

2 - DDA

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The Chief of the employee's Office or Division, as appropriate

Advisors: General Counsel
Director of Finance

The Board would meet on the call of the Chairman, and the Chief, Special Activities Staff, Office of Personnel, would be the Executive Secretary of the Board.

Since the Personnel Evaluation Board's inception in 1964, Agency supervisors and officials bring to the attention of the Director of Personnel for review and, as appropriate, for consideration by the Board any and all employee cases which come to their attention in which there is any question of suitability for continued Agency employment. After a careful consideration of the case, the Board advises the Director of Personnel as to a suggested course of action. Following the meeting, the Office of Personnel, through the Special Activities Staff, attempts to dispose of the case in a manner consistent with the course of action recommended by the Board and approved by the Director of Personnel. Such cases are normally resolved through resignation, termination, or disability retirement.

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3. The Director of Personnel is the Chairman of the Board. In this capacity he is responsible for reviewing all cases referred to him to determine which cases should be presented to the Board. He also takes necessary action to resolve cases in line with the Board's determinations. The Permanent Members of the Board and the other addressees will refer cases involving questions of suitability for Agency employment to the Director of Personnel. They may indicate in a specific case that it be considered by the Board. The Temporary Members of the Board join the Permanent Members at the request of the Chairman and consider those cases involving members of their Career Service. The Advisors meet with the Board whenever it is deemed appropriate by the Chairman or a Permanent Member of the Board.

4. The Personnel Evaluation Board meets on the call of the Chairman. In order for the Board to function effectively, it is essential that the Director of Personnel be informed of all employee cases in which there is any question of an individual's suitability for continued Agency employment so that, if he deems it appropriate, he may refer such cases for the consideration of the Board. Illustrative of such cases are those involving the excessive consumption of alcohol, cases of excessive or unmanageable private indebtedness, cases of poor or undependable attendance, cases involving unusual family or marital difficulties, and cases involving unusual personal behavior of such a nature as to raise a reasonable doubt as to the employee's competence or suitability. It is emphasized that the Board is not intended to relieve Agency supervisors of their inherent supervisor responsibility for evaluating either the work performance or on-the-job behavior of their employees, but rather to advise the Director of Personnel in the matter of resolving questions of off-the-job conduct and general suitability.

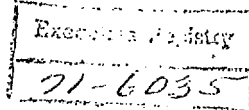
L. K. White

L. K. White
Executive Director-Comptroller

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30 NOV 1977

MEMORANDUM FOR: Deputy Director for Intelligence
Deputy Director for Plans
Deputy Director for Science and Technology
Deputy Director for Support
General Counsel
Inspector General
Director of Finance
Director of Medical Services
Director of Personnel
Director of Security

SUBJECT : Personnel Evaluation Board

1. The Personnel Evaluation Board coordinates and evaluates cases involving questions of suitability for Agency employment. The Board endeavors to achieve a reasonable degree of uniformity in the application of Agency suitability standards and also a reasonable consistency in the handling of such cases. In its deliberations, the Board is guided by the provisions of HHB [REDACTED] Employee Conduct, and other Agency issuances relating to employee conduct and suitability.

2. The composition of the Board is as follows:

Chairman : Director of Personnel

Permanent Members : Director of Security
Director of Medical Services

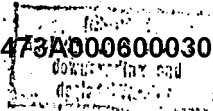
Temporary Members: The Head of the Career Service having jurisdiction over the employee, or the former's designee

The Chief of the employee's Office or Division, as appropriate

Advisors : General Counsel
Director of Finance

Executive Secretary : Chief, Special Activities Staff,
Office of Personnel

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This Notice is Current Until Rescinded

PERSONNEL

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STATINTL

Personnel Evaluation Board

1. The Personnel Evaluation Board has existed, in various forms, for approximately 23 years as an informal, ad hoc entity. The purpose of the PEB is to coordinate and evaluate cases involving questions of suitability for Agency employment. The Board endeavors to achieve a reasonable degree of uniformity in the application of Agency suitability standards and also a reasonable consistency in the handling of such cases.

2. Effective immediately the Personnel Evaluation Board is established as a formal part of the Agency's personnel evaluation system and will be incorporated into appropriate Agency regulations. The composition of the Board is as follows:

Chairman : Director of Personnel

Permanent Members : Director of Security
Director of Medical Services
General Counsel

Temporary Members : The Head of the Career Service
having jurisdiction over the
employee or the chief of the
employee's office or division,
as appropriate

Executive Secretary: Chief, Special Activities Staff,
Office of Personnel

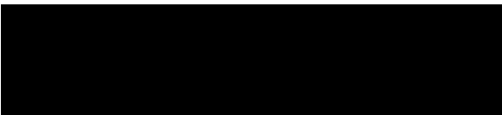
3. As Chairman of the Board, the Director of Personnel is responsible for reviewing all cases referred to him to determine which cases should be presented to the Board. He also takes necessary action to resolve cases in line with the Board's determinations. The permanent members of the Board, the Heads of Career Services and other operating officials will refer cases involving questions of suitability for Agency employment to the Director of Personnel. The temporary members of the

Board join the permanent members at the request of the Chairman to consider those cases involving members of their Career Service. Minutes of a PEB meeting will be sent to the Career Service Head concerned.

4. The Personnel Evaluation Board meets on the call of the Chairman. In order for the Board to function effectively, it is essential that the Director of Personnel be informed of all employee cases in which there is any question of an individual's suitability for continued Agency employment so that, if he deems it appropriate, he may refer such cases for the consideration of the Board. Illustrative of such cases are those involving the excessive consumption of alcohol, cases of excessive or unmanageable private indebtedness, cases of poor or undependable attendance, and cases involving unusual personal behavior of such a nature as to raise a reasonable doubt as to the employee's competence or suitability.

5. The existence of the Personnel Evaluation Board does not relieve Agency supervisors of their inherent supervisory responsibility for evaluating either the work performance or on-the-job behavior of their employees and to take action when the facts of a given situation and a course of action are clear. In cases of doubt or when there is no clear course of action that should be taken, supervisors are encouraged to advise the Director of Personnel in the matter of resolving questions of off-the-job conduct and general suitability. Referral of situations warranting PEB discussion should be made to operating officials who will evaluate the circumstances of the case and, where appropriate, refer it to the Director of Personnel.

FOR THE DIRECTOR OF CENTRAL INTELLIGENCE:


Michael J. Malanick
Acting Deputy Director
for
Administration

STATINTL

Distribution:
All employees (1-6)

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Approved For Release 2002/01/08 : CIA-RDP80-00473A000600030002-5

FR 77-1531/5

MEMORANDUM FOR: Deputy Director for Administration
Deputy Director for Intelligence
Deputy Director for Operations
Deputy Director for Science and Technology
Chairman, Executive Career Service

FROM : Stansfield Turner
Director of Central Intelligence

SUBJECT : Personnel Evaluation Board

1. Attached is a copy of my memorandum to the Deputy Director for Administration relating to one aspect of the Moore case. In response, the Deputy Director for Administration has advised me of the existence of the Personnel Evaluation Board; how it has operated as an ad hoc entity in one form or another for the last 23 years; its purpose; and its activity. He has recommended, and I have approved, establishing the Personnel Evaluation Board as a formal entity for the purpose of receiving, reviewing and discussing problem cases which involve questions of employee suitability.

2. I urge each of you to bring to the attention of your component directors and supervisors the vital importance I attach to ensuring that Agency employees continue to deserve to remain in our employment. Serving our country by working for the Central Intelligence Agency is a great privilege, and all but a relatively few of our Agency employees continue to earn this trust by demonstrating their serious understanding of the importance of our work. It is those remaining few cases that concern me where, by personal conduct, attitudes and performance, suitability for continued employment is clearly placed in question. I believe that the Personnel Evaluation Board can continue to provide a useful service in determining a proper course for the disposition of these cases.

3. Although the Personnel Evaluation Board can continue to serve the Agency well, it must not be used to relieve supervisors of their responsibility for the proper management of personnel under their command. The Board is not a substitute for the obligation of a supervisor to initiate appropriate action when the facts at hand suggest a clear course of action.

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As in the past, the PEB can render effective assistance to operating officials who are uncertain as to the meaning of implications of the situation at hand or as to the action that should be taken.

STANSFIELD TURNER

Attachment

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1 JUN 1977

MEMORANDUM FOR: Deputy Director for Administration
FROM: Director of Central Intelligence
SUBJECT: Personnel Management System

1. One message that comes out of my review of the "Security Study on the Moore Case" is the following quotation from page 36:

"It is our considered opinion that the Moore Case actually impacts as much on the Agency personnel management system as the security system. Moore was identified in 1959 as being ill-suited for an Agency career and yet it was not until 1973 that he finally left the Agency. When he did leave it was at his own request and not due to a selection out process."

2. I would like you to advise me what system you will set up at this time to review all the potential Moore Cases we now have on board. I do not know precisely in our system how marginal performers such as Moore show up. But I would like you to establish a procedure for identifying such persons and processing them for dismissal.

3. Please note that with respect to the comments on page 53 about exercising the Director's authority for dismissing personnel, I do not at all concur with the tone set with the point made there that Directors need be so cautious in exercising this authority that one must build up a legally supportable record. I have no hesitancy to use this legal device to eliminate security risks and problem causes for our Agency. Our mission is too sensitive and too delicate to do otherwise. At the same time I will be rigorously fair and thorough in reviewing any cases that come to me. If there is any question in my mind as to the trustworthiness of the employee for security, I will err on the side of protecting our Government.

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 STANSFIELD TURNER

cc: DDCI

E2-IMPDET

CL BY 

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Executive Registry

DDA 77-3451

DD/A Registry
File *Personnel 11*

1 JUN 1977

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FROM: Director of Central Intelligence

SUBJECT: Personnel Management System

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25X1A


ST STANSFIELD TURNER

cc: DDCI

E2-IMPDET
CL BY 

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SECRET

some consequence leading to a PEB meeting so that a thorough discussion may be held of the particular problem. Other Agency components also have requested a PEB meeting based on particular circumstances of a case.

e. The PEB mechanism, even though ad hoc, has been extremely useful since its inception as a forum to review specific information concerning questions of suitability and developing courses of action to be followed, including termination of the employee concerned. A statistical count of the Board's activity is at Attachment B.

3. Staff Position:

a. In view of the concern you expressed in the referent memorandum, I believe that the Personnel Evaluation Board mechanism should be used more widely for the purpose of identifying individuals who, by patterns of behavior or specific conduct, have demonstrated they no longer are suitable for Agency employment. It is entirely possible that the lack of a formal structure incorporated in Agency regulations has resulted in supervisors and operating managers not being aware of this useful mechanism. Consequently, establishing the PEB as a formal part of the Agency's personnel management evaluation structure could be a significant step in identifying some problem cases earlier than has been the case. Toward this end, a Headquarters Notice, a copy of which is at Attachment C, should be issued. Action will also be taken to incorporate the PEB into Agency regulations. For your information, I have also asked the Director of Personnel, Chairman of the PEB, to initiate a study of all PEB cases for the last five years to identify and review again those individuals, subject of the PEB discussion, still employed.

b. Although the Office of General Counsel has frequently been asked for legal advice as situations warranted, it would be advantageous to have that Office represented on the PEB by a permanent member.

of record
To ensure that the other Deputies realize how strongly you feel about this type of problem, at Attachment D is a memorandum from you to each urging the use of the PEB when cases deserve this type of discussion.

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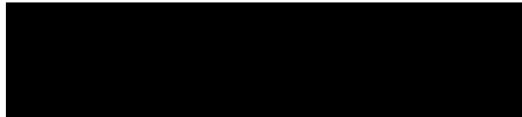
& We have discussed this proposal with the Office of the Inspector General.

4. Recommendations:

a. That you approve establishing the Personnel Evaluation Board as a formal Agency entity consisting of the Director of Personnel as Chairman, with the Directors of Security and Medical Services and a representative of the General Counsel as permanent members;

b. that you approve issuance of a Headquarters Notice informing Agency employees of the existence and purpose of the Personnel Evaluation Board; and

c. that you sign the attached memorandum to the Deputy Directors urging their full use of the Personnel Evaluation Board for problem cases.



John F. Blake

25X1A

Attachments

APPROVED/DISAPPROVED:

Director of Central Intelligence

Date

Distribution:

- Orig - Adse, return to D/Pers
- 1 - DDCI
- 1 - ER
- 2 - DDA
- 1 - D/Pers Chrono
- 1 - D/Pers Subject
- 1 - SAS/OP

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Board join the permanent members at the request of the Chairman to consider those cases involving members of their Career Service. Minutes of a PEB meeting will be sent to the Career Service Head concerned.

4. The Personnel Evaluation Board meets on the call of the Chairman. In order for the Board to function effectively, it is essential that the Director of Personnel be informed of all employee cases in which there is any question of an individual's suitability for continued Agency employment so that, if he deems it appropriate, he may refer such cases for the consideration of the Board. Illustrative of such cases are those involving the excessive consumption of alcohol, cases of excessive or unmanageable private indebtedness, cases of poor or undependable attendance, and cases involving unusual personal behavior of such a nature as to raise a reasonable doubt as to the employee's competence or suitability. ~~While the Board is not intended to relieve Agency supervisors of their inherent supervisory responsibility for evaluating either the work performance or on-the-job behavior of their employees, all are encouraged to advise the Director of Personnel in the matter of resolving questions of off-the-job conduct and general suitability. Referral of situations warranting PEB discussion should be made to operating officials who will evaluate the circumstances of the case and, where appropriate, refer it to the Director of Personnel.~~

insert > 5.

FOR THE DIRECTOR OF CENTRAL INTELLIGENCE:

John F. Blake
Deputy Director
for
Administration

Distribution:
All Employees (1-6)

Tab D

Executive Registry
11-1531/5

MEMORANDUM FOR: Deputy Director for Administration
Deputy Director for Intelligence
Deputy Director for Operations
Deputy Director for Science and Technology
Chairman, Executive Career Service

FROM : Stansfield Turner
Director of Central Intelligence

SUBJECT : Personnel Evaluation Board

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2. I urge each of you to bring to the attention of your component directors and supervisors the vital importance I attach to ensuring that Agency employees continue to deserve to remain in our employment. Serving our country by working for the Central Intelligence Agency is a great privilege, and all but a relatively few of our Agency employees continue to earn this trust by demonstrating their serious understanding of the importance of our work. It is those remaining few cases that concern me where, by personal conduct, attitudes and performance, suitability for continued employment is clearly placed in question. I believe that the Personnel Evaluation Board can continue to provide a useful service in determining a proper course for the disposition of these cases.

3. With your help and the help of your subordinate supervisors, we might be able to anticipate difficulties of this type and resolve them in a way that is equitable to employees but, at the same time, ensures the security of our work.

Revised

STANSFIELD TURNER

Attachment

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